

UNITED STATES ARMY
ARMOR SCHOOL
FORT KNOX, KENTUCKY



BRIEFING GUIDE

ACCURACY

BREVITY

CLARITY

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The military briefing is a specialized type of speech used to present selected information to commanders, staffs, or other designated audiences. The staff techniques employed are determined by the purpose it serves, the required response, and the role of the briefer.

There are four basic types of military briefings: **information, decision, mission, and staff.**

INFORMATION BRIEFING

The information briefing is designed to inform the listener. It deals primarily with facts and does not include conclusions or recommendations. It is used to present high priority information requiring immediate attention; complex information involving complicated plans, systems, statistics, or charts; and controversial information requiring elaboration and explanation. Situation briefings that cover the tactical situation over a period of time usually fall into this category. A good format is shown below:

1. INTRODUCTION

a. *Greeting.* Use military courtesy, address the person(s) being briefed, and identify self.

b. *Purpose.* Explain the purpose and scope.

c. *Procedure.* Indicate procedure if demonstration, display, or tour is involved.

2. BODY

a. Arrange main ideas in logical sequence.

b. Use visual aids correctly.

c. Plan for effective transitions.

d. Be prepared to answer questions at any time.

3. CLOSE

a. Ask for questions.

b. Concluding statement.

c. Announce the next briefer, if any.

NOTES

DECISION BRIEFING

The decision briefing is designed to obtain an answer or a decision. In higher headquarters it is used for most matters requiring command decisions or on tactical matters. In division headquarters and below, a more informal modified type of the decision briefing is often used. The decisions briefing is comparable to an oral staff study and generally follows the same sequence.

1. INTRODUCTION

a. *Greeting.* Use military courtesy, address the person(s) being briefed, and identify self.

b. *Purpose.* State that the purpose of the briefing is to obtain a decision and announce the problem statement.

c. *Procedure.* Explain any special procedures such as a trip to outlying facilities or introduction of additional briefer.

d. *Coordination.* Indicate what coordination has been accomplished.

e. *Classification.*

2. BODY

a. *Assumptions.* Must be valid, relevant, and necessary.

b. *Facts Bearing on the Problem.* Must be supportable, relevant, and necessary.

c. *Discussion.* Analyze courses of action. Plan for smooth transition.

d. *Conclusions.* Degree of acceptance or the order of merit of each course of action.

e. *Recommendation(s).* State action(s) recommended. Must be specific, not a solicitation of opinion.

3. CLOSE

a. Ask for questions.

b. Request a decision.

4. FOLLOWUP

Note. Following the briefing, if the chief of staff is not present, the briefer must inform the staff secretary or executive officer of the commander's decision.

NOTES

MISSION BRIEFING

1. The mission briefing is used under operational conditions to impart information, to give specific instructions, or to instill an appreciation of a mission.

2. In an operational situation or when the mission is of a critical nature, it may become necessary to provide individuals or smaller units with more data than the orders provided. This may be done by means of the mission briefing. The mission briefing reinforces orders, provides more detailed requirements and instructions for the individuals, and provides an explanation of the significance of their role. This type of briefing is presented with care to ensure that it does not cause confusion or conflict with orders.

3. The mission briefing is usually conducted by a single briefing officer, who may be the commander, an assistant, a staff officer, or a special representative, depending on the nature of the mission or the level of the headquarters.

4. There is no prescribed format for the mission briefing, but it should be designed to accomplish its purpose. In some cases the operation order (OPORD) format may be used if it doesn't result in unnecessary repetition. It should possess the three ABCs of military briefings—*accuracy, brevity, and clarity.*

NOTES

STAFF BRIEFING (GENERAL)

1. GENERAL

The staff briefing is used to secure a coordinated or unified effort. It may involve the exchange of information, the announcement of decisions, the issuance of directives, or the presentation of guidance. The staff briefing may include the characteristics of the information, decision, and mission briefings.

2. PROCEDURES

a. Staff briefings are normally scheduled periodically and are attended by the commander, his deputy, chief of staff, senior representatives of coordinating and special staffs, and may include commanders from major subordinate commands. In combat, additional staff briefings are held as required by the situation.

b. The chief of staff usually presides over the staff briefing. He opens the briefing by identifying the purpose of the briefing and reviewing the mission of the next higher headquarters. He then restates own mission and gives the commander's concept, if applicable. He may highlight the briefing, and then call on the staff officers to brief on their area of responsibility. The normal sequence is S2, S3, S1, S4, and S5. Special staff officer participation varies with local policy. The commander usually concludes the briefing, but may take an active part throughout the presentation.

3. SITUATION BRIEFING

The tactical situation briefing is a form of staff briefing used to inform persons not intimately familiar with the situation at the level at which the briefing is conducted. It goes back in time as far as necessary in order to present the picture in full perspective.

4. UPDATE BRIEFING

When staff briefings are regularly scheduled and are mainly intended to achieve coordinated effort within a headquarters, the substance of each officer's presentation is only an updating of material previously presented.

SITUATION/UPDATE BRIEFING FORMAT (S2)

1. INTRODUCTION

- a. Greeting.
- b. Identification of self, if appropriate.
- c. Scope: Define the coverage of the briefing in terms of time, geographic limits, or specific topics.

2. BODY

- a. Weather report and forecast.
- b. Terrain, if appropriate.
- c. Recent and present enemy activity.
- d. Other appropriate items, if there has been a change in mission, enemy situation, or weather.

3. CLOSE

- a. Conclusions, if applicable.
- b. Solicitation of questions.
- c. Concluding statement and announcement of next briefer, if any.

NOTES

SITUATION/UPDATE BRIEFING FORMAT (S3)

1. INTRODUCTION

- a. Greeting.
- b. Identification of self, if appropriate.
- c. Scope: Define coverage in terms of time, geographic limits, or specific types of operations.

2. BODY

- a. Mission of next higher headquarters.
- b. Summary of past operations.
- c. Current operations, including own mission, disposition, composition, and strength.
- d. Projected operations.

3. CLOSE

- a. Solicitation of questions.
- b. Concluding statement and announcement of next briefer, if any.

NOTES

SITUATION/UPDATE BRIEFING FORMAT (S1)

1. INTRODUCTION

- a. Greeting.**
- b. Identification of self, if appropriate.**
- c. Scope: Define coverage in terms of time, organizational level, or other specifics.**

2. BODY

- a. Personnel status.**
 - (1) Casualties.**
 - (2) Replacements.**
 - (3) Present for duty strength.**
- b. Problems.**

3. CLOSE

- a. Solicitation of questions.**
- b. Concluding statement and announcement of next briefer, if any.**

NOTES

SITUATION/UPDATE BRIEFING FORMAT (S4)

1. INTRODUCTION

- a. Greeting.**
- b. Identification of self, if appropriate.**
- c. Scope: Define coverage in terms of time, organizational level, or specific categories.**

2. BODY

- a. Equipment status.**
- b. Maintenance status.**
- c. Supply status.**
- d. Problems.**

3. CLOSE

- a. Solicitation of questions.**
- b. Concluding statement and announcement of next briefer, if any.**

NOTES

SITUATION/UPDATE BRIEFING FORMAT (S5)

1. INTRODUCTION

- a. Greeting.**
- b. Identification of self, if appropriate.**
- c. Scope: Define coverage in terms of time, geographic limits, or other applicable specifics.**

2. BODY

- a. Summary of past civil-military operations (CMO).**
- b. Current CMO.**
- c. Projected CMO.**
- d. Problems.**

3. CLOSE

- a. Solicitation of questions.**
- b. Concluding statement and announcement of next briefer, if applicable. If no briefer follows, statement that the staff presentations have been concluded.**

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The presentation of staff estimates culminating in a commander's decision to adopt a specific course of action is a special form of staff briefing used in combat headquarters. In this type of briefing, the staff officers follow the general pattern prescribed for the written staff estimate.

INTELLIGENCE ESTIMATE (ORAL) (S2)

- 1. GREETING**
- 2. MISSION**
- 3. THE AREA OF OPERATIONS**
 - a. Weather.
 - b. Terrain.
 - c. Other characteristics.
- 4. ENEMY SITUATION**
 - a. Disposition.
 - b. Composition.
 - c. Strength.
 - d. Recent and present significant activities.
 - e. Peculiarities and weaknesses.
- 5. ENEMY CAPABILITIES**
 - a. Enumeration.
 - b. Analysis and discussion.
- 6. CONCLUSIONS**
 - a. Effects of the area of operation on our courses of action.
 - b. Probable courses of action.
 - c. Enemy vulnerabilities.
- 7. CLOSE**
 - a. Solicitation of questions.
 - b. Concluding statement and announcement of the next briefer, if any.

NOTES

OPERATIONS ESTIMATE (ORAL) (S3)

1. GREETING

2. MISSION

3. THE SITUATION AND COURSES OF ACTION

a. Considerations affecting the possible courses of action.

(1) Characteristics of the area of operations.

(2) Enemy situation.

(3) Own situation.

(4) Relative combat power.

b. Enemy capabilities.

c. Own course of action.

4. ANALYSIS OF OPPOSING COURSES OF ACTION

5. COMPARISON OF OWN COURSES OF ACTION

6. RECOMMENDATION

7. CLOSE

a. Solicitation of questions.

b. Concluding statement and announcement of next briefer, if any.

NOTES

PERSONNEL ESTIMATE (ORAL) S1

1. GREETING

2. MISSION

3. THE SITUATION AND CONSIDERATIONS

- a. Intelligence situation.
- b. Tactical situation.
- c. Logistic situation.
- d. Civil-military operations situation.
- e. Personnel situation.
- f. Assumptions.

4. ANALYSIS

For each tactical course of action, when appropriate, analyze all logistic, civil-military operations, and personnel factors, indicating problems and deficiencies.

5. COMPARISON

- a. Evaluate deficiencies.
- b. Discuss advantages and disadvantages of each course of action from own standpoint. Indicate corrective action required.

6. CONCLUSIONS

Indicate whether mission can be supported, which course of action can be supported best, and what major deficiencies need to be overcome.

7. CLOSE

- a. Solicitation of questions.
- b. Concluding statement and announcement of next briefer, if any.

NOTES

LOGISTIC ESTIMATE (ORAL) (S4)

1. GREETING

2. MISSION

3. THE SITUATION AND CONSIDERATIONS

- a. Intelligence situation.
- b. Tactical situation.
- c. Personnel situation.
- d. Civil-military operations situation.
- e. Logistic situation.
- f. Assumptions.

4. ANALYSIS

For each tactical course of action, when appropriate, analyze all personnel, civil-military operations, and logistic factors, indicating problems and deficiencies.

5. COMPARISON

- a. Evaluate deficiencies.
- b. Discuss advantages and disadvantages of each course of action from own standpoint. Indicate corrective action required.

6. CONCLUSIONS

Indicate whether mission can be supported, which course of action can be supported best, and what major deficiencies need to be overcome.

7. CLOSE

- a. Solicitation of questions.
- b. Concluding statement and announcement of next briefer, if any.

NOTES

CIVIL-MILITARY OPERATIONS ESTIMATE (ORAL) (S5)

1. GREETING

2. MISSION

3. THE SITUATION AND CONSIDERATIONS

- a. Intelligence situation.
- b. Tactical situation.
- c. Personnel situation.
- d. Logistic situation.
- e. Civil-military operations situation.
- f. Assumptions.

4. ANALYSIS

For each tactical course of action, when appropriate, analyze all personnel, logistic, and civil-military operations factors, indicating problems and deficiencies.

5. COMPARISON

- a. Evaluate deficiencies.
- b. Discuss advantages and disadvantages of each course of action from own standpoint. Indicate corrective action required.

6. CONCLUSIONS

Indicate whether mission can be supported, which course of action can be supported best, and what major deficiencies need to be overcome.

7. CLOSE

- a. Solicitation of questions.
- b. Concluding statement and announcement of next briefer, if any.

NOTES

BRIEFING CHECKLIST

1. ANALYSIS OF SITUATION

- a. Audience.
 - (1) Who and how many.
 - (2) Official position.
 - (3) Knowledge of subject.
 - (4) Personal preferences.
- b. Purpose and type.
- c. Subject.
- d. Physical facilities.
 - (1) Location.
 - (2) Arrangements.
 - (3) Visual aids.

2. SCHEDULE PREPARATIONS

- a. Complete analysis.
- b. Prepare outline.
- c. Determine requirements.
- d. Schedule rehearsals.
- e. Arrange for final review.

3. CONSTRUCT THE BRIEFING

- a. Collect material.
- b. Prepare first draft.
- c. Revise and edit.
- d. Plan use of visual aids.
- e. Practice.
 - (1) Rehearse.
 - (2) Isolate key points.
 - (3) Memorize outline.
 - (4) Develop transitions.
 - (5) Use definitive words.

4. DELIVERY

- a. Posture.
 - (1) Military bearing.
 - (2) Eye contact.
 - (3) Gestures and mannerisms.
- b. Voice.
 - (1) Pitch and volume.
 - (2) Rate and variety.
 - (3) Enunciation.
- c. Attitude.
 - (1) Businesslike.
 - (2) Confident.
 - (3) Helpful.

5. FOLLOWUP

- a. Ensure understanding
- b. Record decision.
- c. Inform proper authorities.

BRIEFING TIPS

DO NOT SUMMARIZE

DO NOT ASK QUESTIONS

DO NOT EMOTIONALIZE

USE AIDS

BE FACTUAL

BE FORMAL

BE FLEXIBLE

BE BRIEF